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15 July 1952

MEMORANDUM FOR: Deputy Director of Central Intelligence  
Deputy Director (Plans)  
Deputy Director (Administration)  
Deputy Director (Intelligence)  
Director of Training  
Assistant Director for Communications

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SUBJECT : Organization of CIA Clandestine Services

1. a. This paper describes the structure of the organization of CIA clandestine services which will become effective on 1 August 1952.

b. It is designed to create a single overseas clandestine service, while at the same time preserving the integrity of the long-range espionage and counter-espionage mission of CIA from amalgamation into those clandestine activities which are subject to short term variations in the prosecution of the cold war. The experiences of the British and the OSS during the last war, as well as within CIA during the last three years, justify the conclusion that the best organizational arrangement consists of a single field organization with a single chain of command and a single set of administrative procedures, rather than two or three separate world-wide commands, each with its own field network and with separate policy and administrative procedures. There is no reason why the establishment of a single chain of command and of uniform administrative procedures would have any effect of submerging specialized OSO or OPC missions and techniques if intelligently applied.

2. It is intended to establish the single chain of command from Washington Headquarters to the chiefs of the merged field organizations by:

a. Designating the Deputy Director (Plans) as the Director's deputy for all CIA clandestine activities. In this capacity DD/P is responsible to the Director for the planning, execution and review of the missions entrusted to the Director under NSCID-5, NSC 10/2, and NSC 10/5, and to him is delegated the authority to carry out these functions.

b. Establishing in the immediate Office of the Deputy Director (Plans) a Chief of Operations, as well as staff elements specializing in long-range planning and programming and review and analysis. The Chief of Operations will function as a Chief of Staff and Deputy to DD/P with responsibility for the direction of operations, for coordinating the efforts of and eliminating duplication among all staff elements under DD/P, and for insuring

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prompt and effective compliance with operational directives, including those which establish priorities for clandestine operations.

c. Eliminating the current AD/SO and AD/PC command structure and establishing under DD/P staff elements specializing in secret intelligence and counter-espionage, political and psychological warfare, paramilitary operations, technical support, and administration. The chiefs of these staff elements are comparable to Assistant Chiefs of Staff in a field Army organization. They will be responsible for:

- (1) Planning and supervising the proper performance of the missions and operations of their respective services.
- (2) Career planning for their respective specialized corps of officers.
- (3) Establishing standards for the recruitment, training, and professional performance for their respective services.
- (4) Supervision, guidance, and inspection in all matters pertaining to their respective services.
- (5) Timely and adequate recommendations within their respective spheres of activity and for staff supervision and follow-up to insure the effective execution of all orders and instructions issued by competent authority.
- (6) Such additional functions as may be delegated to them.

d. Establishing the official designations and general functions of these staff officers as follows:



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(4) Chief of Technical Support. Directs the Office of Technical Services in support of clandestine activities.

(5) Chief of Administration. A qualified Administrative Officer serving on the staff of the Deputy Director (Plans). Responsible to DD/P for insuring adequate support in trained personnel, equipment, funds, transportation, communications, facilities and services for all clandestine activities.

e. Maintaining the Area Divisions as presently established and designating the Area Division Chiefs, subject to paragraphs 2. a. and b. above, as the channels between Washington Headquarters and the various field installations in their geographic areas of responsibility. For example, all communications pertaining to activities in [redacted]

[redacted] originating with any Washington Headquarters office and addressed to any CIA activity in those areas will be coordinated with and sent physically through the EE Division. In effect, the Chiefs of the Area Divisions will act as the Director's executive officers for their respective geographic areas of responsibility.

f. Designating Senior Representatives in all countries abroad where there are CIA clandestine activities. These Senior Representatives will be responsible for the command supervision of all CIA activities in their areas. To those Senior Representatives will be delegated the authority for routine administrative decisions in consonance with established administrative procedures.

3. Procedures. The changed organizational structure recognizes only two command echelons: The Director and the Senior Representatives, with the Deputy Director (Plans) acting for the Director through the medium of the Area Divisions on matters pertaining to the conduct of clandestine activities. Orders to the Senior Representatives will be transmitted in the name of the Director. Technical and professional correspondence will be kept as informal as possible and will be encouraged between the Area Divisions, specialized staffs in Washington, and their counterparts in the field. Cable procedure will be adopted similar in general to the current practices of other major Government agencies. The Assistant Director for Communications will prepare for approval and prompt distribution a cable procedure manual in conformity with the above, and will arrange for the establishment of a message center, under the direction of a cable secretary, to centralize and standardize the handling and distribution of communications traffic. When in operation, the message center will become the responsibility of the Executive Assistant to the Director.

4. All existing directives and regulations in conflict with this document are rescinded effective 1 August 1952.

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Organization chart

/s/  
WALTER B. SMITH  
Director of Central Intelligence

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